

**Avon and Somerset
Police and Crime Plan**

2019-2021

DRAFT

Working together, we can keep our communities safe and feeling safe.

Welcome

“This plan updates our commitments to continue to protect the most vulnerable in our society and to use the investment from the policing part of the council tax to make a real difference on the things that matter most to you. At the heart of this refreshed Police and Crime Plan is working together with the police and partners, and with our communities, to keep Avon and Somerset safe and feeling safe. I want you to be proud of your police service and the difference it’s making to your community”.

Police and Crime Commissioner Sue Mountstevens

“By working towards the Police and Crime Plan and taking steps to be as agile, efficient and cost effective as we can, we aim to be an outstanding force. This means providing an effective, efficient and legitimate service that our staff, officers, volunteers and the people serve can rely on and be proud of”.

Chief Constable Andy Marsh

Foreword

As your Police and Crime Commissioner I remain committed to ensure local people get the best possible policing service, to protect those who are vulnerable, divert people away from criminality, and provide the vital support victims and witnesses need and deserve.

This year we will see the largest investment in our police service since austerity began in 2010, thanks to local residents. The government took the decision to enable OCCs to raise a greater proportion of police funding from local taxpayers: setting PCC’s a new limit to raise the policing part of the council tax by £24 a year for the average Band D households. For the first time since I became the area’s Police and Crime Commissioner (PCC), after making planned savings and after absorbing pay rises, inflation and other unavoidable costs, we have new funds available to be invested in the delivery of the Plan, tackling key local priorities including residential burglary, drug crime, violent crime and the recruitment of 100 additional officers. From listening to the concerns you’ve raised with me, I am more determined than ever to lead the fight against crime: to give our police force the resources it needs to invest in frontline policing, to ensure it has the capacity to bring offenders to justice, and to support and protect victims of crime, helping them to recover from their experiences. Police and partners will focus on tackling organised criminals who use violence and the threat of violence and grooming of the vulnerable to profit through ruthless exploitation.

I have a duty to safeguard and promote the welfare of children. The Chief Constable, Andy Marsh and I are very clear that keeping the most vulnerable safe from harm remains our

over-riding strategic priority. However, the police cannot do this alone. They need to work with partners on a prevention based approach. The plan outlines just some of the ways that this will be done, tackling issues through implementing early interventions and focusing on breaking the cycle of crime. For example, ensuring an effective range of support is consistently available for the most vulnerable and complex people, tailored to individual needs will reduce reoffending.

I am determined to engage strongly in the delivery of an efficient and effective criminal justice system where victims' needs are at the heart of the process. Building stronger communities and ensuring effective justice is a responsibility for all partners including community safety, criminal justice agencies and the courts, and my ambition is that we fulfil the Police and Crime Plan's aims together.

Continued partnership working, supporting and building trust with local communities, and the provision of strong protection and support for vulnerable people and victims of crime, remain key priorities within this plan. Through our collective commitment we can make a real difference and I look forward to delivering this Plan with your support so we can continue to keep Avon and Somerset a wonderful and safe place to be enjoyed by all.

Signature

Sue Mountstevens
Avon and Somerset
Police and Crime Commissioner

Commitment

My commitment to you:

I will:

- ✓ be **open and transparent** about plans and performance, how money is spent, and the basis for decisions
- ✓ **drive collaboration** and integrate services in the interests of local people
- ✓ **speak out locally and nationally** about the vulnerability of children to abuse and exploitation including Female Genital Mutilation (FGM)
- ✓ **encourage innovation** to address community problems and deliver the Police and Crime Plan objectives
- ✓ **maintain independence** and keep politics out of policing
- ✓ ensure the Plan will be a living document that is **regularly reviewed**
- ✓ **continue to listen** – to issues, concerns and accounts of what’s working.

I will work together with the police, other local organisations, victims and local people to:

Protect the most vulnerable from harm

I want to be a fierce advocate for the people who are vulnerable, ensuring they are identified, protected and supported.

Strengthen and improve your local communities

I want to ensure communities are strengthened and receiving the support they require to prevent crime, and resolve local issues.

Ensure that Avon and Somerset Constabulary has the right people, right capability, and right culture

I want to see the Chief Constable focus on embedding the force values: caring, courageous, inclusive and learning, increase representation of Avon and Somerset communities within the workforce and improve capability to deliver this Plan.

Work together effectively with other police forces and key partner agencies to provide better services to local people

I plan to influence the Police and Partner agencies to share estates, intelligence and services; to transform the criminal justice system locally into a criminal justice service; and to deliver this Plan.

The Chief Constable's foreword

I welcome next year's investment in policing, the biggest since austerity began in 2010. We'll use the additional money to make a difference to frontline policing by taking a new focus on residential burglary, drugs and serious violence, particularly knife crime, and the corrosive effect these crimes have on our communities and vulnerable victims. Our innovative use of new technology will continue as we respond to the changing shape and complexity of demand.

While the investment in policing is welcome news it will not fix everything. Our service has previously suffered cuts of nearly £80 million and lost nearly 700 officers. Crime has become increasingly complex with much of it hidden (abuse and exploitation) and technologically advanced (online) and with both victim and offender needs becoming increasingly harder to meet (in volume and complexity). Services have responded to these demands by taking difficult decisions about what is prioritised, acknowledging the need to work in partnership and by encouraging more help through our volunteer programmes such as 'Citizens in Policing.'

We will continue to value local neighbourhood policing, protecting the current numbers until 2020. Neighbourhood policing is the 'eyes and ears' of your communities and our commitment to resourcing local policing, across villages, towns and cities, will ensure you receive the best possible local policing service possible. We have been modernising and strengthening your local policing model so you can see and feel an increase in policing presence. We have also considerably invested in the 'digital beat', equipping our workforce with the latest technology and data analytics to carry out their roles, including body worn video for all uniformed officers and PCSOs, and over 5,000 laptops and smartphones. We need a range of skills and capabilities within the police service and we will continue to invest in the crucial skills and technology needed to deliver justice.

Signature

Andy Marsh
Avon and Somerset
Chief Constable

Roles

The PCC

The key statutory functions of the PCC are set out below. I am determined to use my role to effect system change, focusing on the needs and priorities of local people. This is the approach I am taking with partners in areas such as Criminal Justice and Mental Health.

The Police and Crime Commissioner

- ✓ Sets the strategic direction for policing in Avon and Somerset
- ✓ Publishes a Police and Crime Plan, in consultation with the Chief Constable and local people
- ✓ Sets the budget for the police
- ✓ Sets the policing part of the council tax
- ✓ Holds the Chief Constable to account for delivering policing
- ✓ Appoints, and if necessary, dismisses the Chief Constable
- ✓ Commissions services and awards grants
- ✓ Supports and challenges police performance
- ✓ Engages with communities

The Chief Constable

The Chief Constable:

- ✓ Responsible for day-to-day operational policing
- ✓ Directs and controls the Constabulary's officers and staff
- ✓ Maintains the Queen's Peace
- ✓ Personally sets and promotes high standards of professional conduct
- ✓ Lead by example to create and uphold a quality service to local people
- ✓ Keeps the communities of Avon and Somerset safe
- ✓ Delivers the Police and Crime Plan

Partners

Police and Crime issues are too important to be handled by the police alone. I am committed to working closely with local partners such as local authorities, health, criminal justice partners and the voluntary and community sector. Increasingly I am seeking to develop co-commissioning relationships with fellow commissioners in order to effect system change to address local people's priorities. I have developed local police and crime plans with local partners in each local authority area.

Police and Crime Panel

The Police and Crime Panel is made up of local councillors and residents and requires both a political and geographical balance.

The role of the Panel is to scrutinise, challenge and support the PCC in the effective exercise of her functions. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011 (Police and Social Responsibility Act).

The Panel scrutinises the work of the PCC by:

- ✓ Reviewing the Police and Crime Plan and Annual Report
- ✓ Scrutinising (and potentially vetoing) the proposed council tax precept for policing
- ✓ Holding confirmation hearings for the PCC's proposed appointments of a Chief Constable, Chief Executive and Chief Finance Officer (the panel may veto the Chief Constable appointment)
- ✓ Scrutinising the actions and decisions of the Commissioner (but not the performance of the police force)
- ✓ Considering complaints against the PCC of a non-criminal nature

Our Priorities

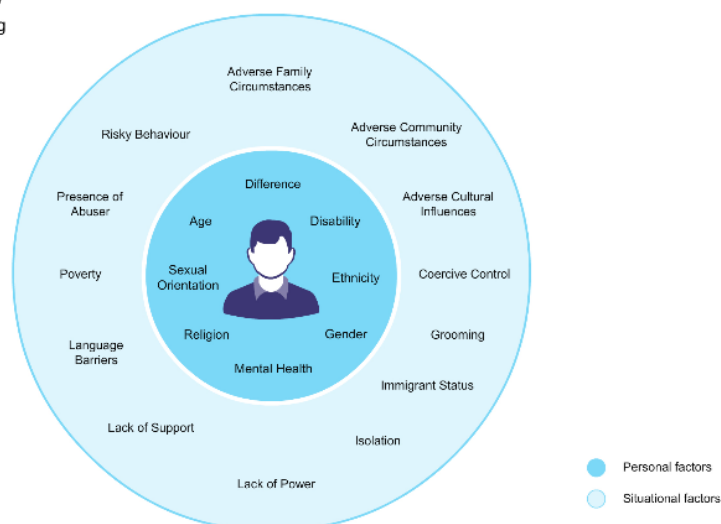
Priority 1 - Protect the most vulnerable from harm

Everyone is vulnerable at some point in their lives. The College of Policing (2015) definition, which Avon and Somerset Constabulary have adopted, is:

“A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation”.

The diagram below illustrates how ‘personal factors’ and ‘situational factors’ can combine. Any person could be or become vulnerable and every person will require a response that understands and is suited to the uniqueness, complexity and associated risks involved for the person in their circumstances.

Vulnerability an aid to understanding



Source: College of Policing, 2017

Throughout my time as Police and Crime Commissioner I have prioritised supporting victims and vulnerable people and good progress has been made in this area. However an increasing number of victims are being identified as vulnerable and there are also a growing number of vulnerable people in local communities. Vulnerable people who come into contact with the criminal justice service have complex needs and therefore police and partners need to have a victim centred approach in supporting them.

We still face challenges in effectively identifying, resourcing and delivering support to victims. I am also looking to see improvements in outcomes for vulnerable victims. Too many victims are not getting the support they are entitled to and it is crucial that agencies work together to ensure that this changes.

I will continue to be a fierce advocate for victims and ensure the most vulnerable are protected. I want organisations within Avon and Somerset to take on the challenge outlined in government policies, such as the cross government Victims Strategy, the Victims Code of Practice and the Serious Violence Strategy.

Key Objectives - What do we plan to achieve?

1. Identify victims and those at risk of victimisation and effectively engage with and safeguard them
2. Ensure the provision of effective services to enable victims to cope and recover
3. Ensure the provision of effective preventative approaches
4. Organisations provide an effective victim-centred response
5. Identify offenders who pose risk and act appropriately to reduce future harm
6. Operation Remedy will protect vulnerable people exploited by organised criminal groups and support vulnerable victims of violent crime

Identify victims and those at risk of victimisation and effectively engage with and safeguard them

Intelligence gaps exist within the Constabulary. Documentation assessing the knowledge level of strategic threats indicate that there is room for improvement (60% of factors assessed were rated as having a poor level of knowledge). This means there are 'hidden' victims or 'hidden demand'. This applies to people who do not wish to, or are unable to, come forward to either the police or to independent support services who would offer help without the need to report a crime. This also applies to people who do not know or do not identify as a victim (often in relation to cyber-crime, modern slavery, grooming and exploitation). These victims may continue to be victimised, unsupported, and unprotected, with perpetrators not brought to justice. The Constabulary needs to develop its intelligence, and a 'listening culture' in its approach. Services need to build capacity to support victims once identified. Training and assurance work needs to be undertaken to minimise the risk of failing to identify and support victims.

I want to raise awareness of 'hidden' crimes such as child abuse, child sexual exploitation and modern slavery so that as a community we can all begin to recognise the signs that an individual might be at risk. I want to ensure we highlight the many ways in which people can report their concerns and the routes victims can take if they wish to report. Alongside this agencies will need to increase engagement with vulnerable communities and those at risk from harm. Significant work has been undertaken by the Constabulary and partners to improve the way that vulnerable people are safeguarded, but more remains to be done to ensure that processes are effective and no-one falls through the gap. Effective information sharing and use of intelligence will allow the Constabulary and our partners to safeguard the vulnerable and disrupt those who target and exploit them.

"Neglect, abuse, and exploitation are all abhorrent crimes and some of the most emotionally challenging to deal with. We need to work together across all professions – with teachers, GPs, social workers, and youth workers – to spot the signs early and put a stop to

child abuse. It's a shared responsibility. We need to tackle it together" Chief Constable Andy Marsh

Ensure the provision of effective services to enable victims to cope and recover

Effective support services are central to enabling victims to cope and recover. I have recently re-commissioned a range of services to support victims and have worked with partners to co-commission some services, such as the Sexual Assault Referral Centre and the Child Sexual Exploitation service. I want to continue to work with partners to explore further opportunities around the commissioning of services which meet the needs of our most vulnerable.

It is important that commissioned services are effective and achieve the outcomes set out by the Ministry of Justice in the cope and recover framework. In addition to this I will utilise a range of methods to monitor delivery, including visits to services and hearing from services users directly.

Ensure the provision of effective preventative approaches

I recognise the importance of early intervention and crime prevention and included an Early Intervention and Prevention Fund as part of the victim services recommissioning process. Working with NHS England I have also co-commissioned a service in custody and at court to support people with substance misuse and mental health needs, in order to try and prevent them reoffending. Part of this service includes the provision of the Drug Education Programme in Bristol, which will be rolled out across the whole of Avon and Somerset over 2019.

Cyber-enabled crime is increasing in line with technological advances and is used in several crime types such as fraud, drug crime, domestic abuse and child sexual abuse and exploitation. Prevention plays a critical role in keeping people safe online and there are a number of crime prevention and educational guides available. A schools website has been developed to support educating young people about staying safe online and to discourage getting involved in gangs. I have used money generated by activities to recover proceeds of crime to invest in a new post of Cyber Prevention Officer. This role focuses on working with vulnerable people to raise awareness of cyber-crime to reduce the risk of being victimised and also with victims to reduce the risk of re-victimisation.

Organisations provide an effective victim-centred response

Across Avon and Somerset there are some fantastic examples of organisations coming together and working to provide effective services to some of our most vulnerable. It is vitally important that victims receive an empathetic response when they first contact the police (or any service), that there is a good quality investigation and that they are kept updated and supported throughout the process.

I want to improve victims' satisfaction with the services they receive. I will work closely with the police and partners to ensure that victims experience high quality, joined-up support that is tailored to their needs and that the voice of the victim continues to be heard in the criminal justice system.

Identify offenders who pose risk and act appropriately to reduce future harm

Serious and organised crime threatens our security, the economy and causes harm within our local communities. Organised Crime Groups are involved in a range of criminal activity including:

- Trafficking of Drugs and Firearms
- Modern Slavery and Human Trafficking
- Child Sexual Exploitation
- Organised Acquisitive Crime
- Counterfeit Goods
- Cyber Crime
- Fraud
- Organised Illegal Immigration

The Government's current Serious and Organised Crime Strategy placed a clear responsibility on Law Enforcement Agencies, Local Government Agencies and other statutory and non-statutory bodies to coordinate resources and capabilities to better target serious and organised criminality.

Local Authority-led Serious and Organised Crime Disruption Panels have been established to undertake this responsibility. The panels bring together knowledge and expertise of a range of partners to take co-ordinated action to disrupt Organised Crime Gangs based in, or operating in, their areas.

Through effective information sharing between agencies, effective problem-solving, and actions using a range of different powers, they aim to reduce the number and severity of crimes committed by these groups and ultimately render them inactive.

Examples of actions and impact of the SOC Disruption Panels include:

- Information was shared with HMRC related to a landlord suspected of not declaring income, to disrupt their suspected activity related to modern slavery;
- Licensed premises were targeted with multi-agency visits to ensure compliance with their license conditions to disrupt suspected organised criminal activity;
- A garage premises linked to organised crime shut down and disappeared following multi-agency visits;
- A premises raised by the local authority as a concern was ultimately found to be linked to organised crime and resulted in a recovery of a firearm during a Police led raid.

“Better information sharing between partner agencies is providing increased opportunities for us to take action together to safeguard vulnerable people and bring offenders to justice. Doing so means that we are able to reduce risk of harm within communities, increasing community safety”. Joint Statement from Serious and Organised Crime Disruption Panel Chairs across the five Local Authority areas.

Domestic Abuse Spotlight:

The UK government estimates that perpetrators of domestic abuse cost the economy £66 billion a year - more than the cost of alcohol and drug misuse, cigarettes and obesity combined.¹ In 2018 the Constabulary recorded 18,700 domestic crimes and 12,800 non-crime incidents. In the last twelve months (1 February 2018 – 31 January 2019), DA represented 13.5% of all recorded crime. Domestic abuse is therefore a high volume crime as well as a high risk area of work for the Constabulary and other agencies, making it daily business and an area that requires sustained focus.

Over recent years the response to domestic abuse has been the focus of many inspections, statutory reviews and legislative changes as consolidated by the publication of the Domestic Abuse Bill in January 2019. We have seen the introduction of new technology, powers and processes as the multi-agency response to this issue has developed to better-meet the needs of victims. This has included use of Body Worn Video, Domestic Violence Protection Notices/Orders and education programmes for perpetrators aimed at changing behaviours. At the same time, great strides have been made to raise awareness of this crime and increase confidence to report which is ensuring that more victims are receiving the help they need.

It is imperative that progress continues. We need to ensure the appropriate allocation of resources, take the time to step back and review the services victims receive and build upon areas of good practice. It is critical that agencies – particularly the Constabulary and the CPS - and communities work together to meet the needs of the victim and their children, working efficiently and effectively to reduce harm and save lives.

County Lines Spotlight:

‘County Lines’ criminality has been assessed as the highest strategic threat facing Avon and Somerset Constabulary. ‘County Lines’ is essentially the name for phone lines that are operated outside of the area to sell drugs. Organised criminal groups use violence and threats to control and exploit vulnerable adults and children, using them and their properties to store and sell drugs and money. This is known as cuckooing.

There are approximately 30 known County Lines that are active in the Avon and Somerset area (Bath, Bridgwater, Taunton, Weston-super-Mare, Yate and Yeovil).

The Constabulary has established a new drugs strategy, with the aim of reducing illicit and harmful drug use as well as bringing those involved in the supply of drugs to justice. We are

¹ <https://www.gov.uk/government/news/government-publishes-landmark-domestic-abuse-bill> 23.01.19

working jointly with other law enforcement agencies and partners, focusing actions to disrupt and dismantle the supply of drugs into their communities, particularly targeting County Lines operations and urban drug dealing networks.

Our priority is reduce exploitation and safeguard the vulnerable by protecting them from harm. Signs that someone or places may be involved in County Lines include:

- People receiving more calls and texts than usual;
- Carrying multiple phones;
- Unknown visitors staying at peoples addresses;
- People carrying weapons and/or having unexplained injuries;
- People suddenly appearing to have more money e.g. new clothes, new phones;
- People going missing from school or their home;
- An increase in cars pulling up close to a property often for short periods of time;
- Visitors to a property at odd times; and
- Curtains or blinds of a property are closed all of the time.

If you have concerns about an individual or a property and believe they or it could be involved in County Lines activity, please report it to the Police. Your information could make your community safer.

Spotlight on Operation Remedy

Recognising the local priorities for local people, the PCC and Chief Constable determined there should be a centrally-funded and co-ordinated plan (starting in April 2019 and entitled 'Operation Remedy'), to focus on improving the Constabulary's performance in relation to offences of residential burglary, knife crime and the illegal supply of drugs.

Following the same approach as the Police and Crime Plan, achieving the objectives of this specific operational plan will lead to communities throughout the Avon and Somerset area being and feeling safer as a result of vulnerable people being protected and supported as offenders are brought to justice.

The objectives of this plan are to:

1. Solve more crimes relating to residential burglary, knife crime and drug related offences, through an improved focus on Intelligence, Prevention and Enforcement activities.
2. Increase the numbers of offenders brought to justice specifically in relation to residential burglary, knife crime and the supply of illegal drugs.
3. Improve communication with the public around the offences of residential burglary, knife crime and illegal drug supply.
4. Reduce the numbers of residential burglary offences and increase satisfaction levels for burglary victims.
5. Increase the number and effectiveness of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs.

6. Maximise the use of data and analytics from multiple partners to inform decision making.
7. Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to residential burglary, knife crime and supply of illegal drugs.
8. Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways.
9. Capture insight and learning, evaluate and develop a sustainable proactive policing model for the longer term.

To follow is just one example of activity and how the combination of offering support to the vulnerable and bringing offenders to justice then increases community safety:

Drug users will be identified and referred for the Drugs education programme - to better-understand the risks of substance misuse and to be offered support to reduce/stop their drug-taking. Drug dealers will increasingly be prosecuted and convicted for supplying drugs.

In the short-term, this would be likely to reduce the incidences of burglaries as a significant proportion of these crimes are linked to drug abuse. In the long-term, the community should see less criminal activity related to drugs, and a reduction in drug deaths and serious violence linked to drugs, gangs and organised criminal groups.

In order to improve, and sustain performance, the Constabulary will engage and work with a range of partners and stakeholders, including local people.

Examples of how you could support this work would be to report information you have about criminal behaviour (this could be done online or by telephoning 101 or Crime Stoppers), to consider a role as a Police volunteer or to volunteer in community activities that are designed to divert young people who are vulnerable and at risk from misusing substances, being exploited, engaging in criminal activity etc. You could join a neighbourhood watch scheme, or offer support to participate in organised weapon sweeps which the Constabulary plan to organise in 2019.

Priority 2 - Strengthen and improve your local communities

The Police and partner agencies are working together to build strong, resilient communities, tackling crime and disorder, and protecting vulnerable people. We want all local people to be safe and feel safe and to be able to contribute to community life.

Local policing priorities are identified in PACT meetings and through a local confidence survey (with around 3000 responses each year) and these have consistently shown to be:

- 1) **Wanting increased police visibility for crime prevention and responsiveness to incidents**
- 2) **Road safety**
- 3) **Anti-social behaviour**
- 4) **Drug-related crime**
- 5) **Burglary**

As PCC I need to balance what local people feel should be police priorities and what is known about crime affecting the area. The crime that people are most likely to become a victim of is **online fraud**.

Knife crime is increasing across the force area, reflecting national trends. The Strategic Threat Assessment 2017-18 reported a 35% increase in incidents classified as possession of a bladed article. Most of the knife crime occurs in larger populated areas such as Bristol, Bath, Weston-super-Mare, Taunton, Bridgwater and Yeovil, and repeat offences tend to occur in residential areas where there is social housing. Intelligence indicates a strong link between knife possession and drug dealing, particularly in East Bristol. In South Bristol, however, offences are more closely linked to domestic issues or community conflicts.

Incidences of violence against the person are also increasing. A proportion of these crimes is attributable to gang related violence (seen predominantly in Bristol involving gang rivalries and Weston-super-Mare linked to County Line drug activity and drug debts). The rates of violent crime in Bristol is the highest of the core cities. In recognition of these challenges, the Government launched its Serious Violence Strategy in 2018.

Following the funding settlement for 2018/19, the Constabulary have established Operation Remedy to proactively address key local problems of residential burglary, drugs and knife crime with additional resources.

Based on the above, I also feel that **violent crime** and **fraud** affect the community and should be locally prioritised for action.

Key objectives - What do we plan to achieve?

1. The police and partners are accessible and responsive when needed

2. The police and partners engage with local communities to inform them how local priorities are being addressed and to develop relationships and build trust in order to increase community resilience and active citizenship
3. The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities
4. The police and partners are working together to prevent and address serious violence and to increase community cohesion
5. The police and partners manage and support offenders to protect local communities and reduce re-offending
6. Operation Remedy will prevent and improve outcomes in relation to residential burglary, drugs and knife crime.

The police and partners are accessible and responsive when needed

The Constabulary typically handles just under one million calls for service in a year. Cuts in funding to other organisations have resulted in increased calls and pressure on the police. I will ensure the Communication Centre continues to be able to respond effectively to calls. Abandonment rates continue to be low but I know at times queues can still be an issue. To address this, in January 2019, the Constabulary introduced new functionality in the system used to handle calls. This now means that any caller who has been waiting on the line for more than a few minutes to speak with a call handler will be offered an automated call back in which they retain their space in the queue but do not have to hang on the line. The system will then automatically return the call once they reach the front of the queue. This functionality is available from 8.00am to 10.00pm, 7 days per week (101 is available 24/7 seven days a week).

“I know that police visibility is important to local people as it provides reassurance as well as helping to prevent crime. It is a challenge to maintain visibility of policing in neighbourhoods where the pressure to respond and investigate crimes of a complex nature such as child abuse, sexual offences and domestic abuse is increasing. However, I have protected the number of **frontline policing officer posts** (circa 700) and invested in technology that is enabling increased police visibility”. Police and Crime Commissioner Sue Mountstevens

The police and partners engage with local communities to inform them how local priorities are being addressed and to develop relationships and build trust in order to increase community resilience and active citizenship

Public confidence in the Police within Avon and Somerset, as measured by the Crime Survey for England and Wales, has been relatively stable over the last two years and currently stands at 78% (as at 30/6/18). In the same survey, the proportion of local people who feel that police are dealing with local priorities has also been stable and currently 58%. The Neighbourhood Model implemented in October 2018 has been designed to enable local policing to spend more time engaging with local communities and to problem-solve.

I want to ensure everyone has an opportunity to support this Plan. The Constabulary want to promote more productive relationships with the community. I want to see an increase in

the number of people joining the Special Constabulary and volunteering to support the Constabulary through groups such as Constabulary Volunteers (e.g. the volunteer driver service) Neighbourhood Watch, Farm Watch Community SpeedWatch, Cadets and members of forums (rural crime, business crime), and OPCC/Constabulary scrutiny and advisory panels.

I would like to see the percentage of people feeling that local priorities are dealt with increase – as a result of both collective action to resolve issues and through communication within communities so that the impact of this work is widely understood.

The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities

I will ask the Constabulary to take a flexible approach to local policing, focusing on the priorities raised by you. Priorities vary across communities but the most typical are road safety, anti-social behaviour (ASB), drug crime and burglary.

I recognise that these crimes and issues can have a serious impact on daily life. I want to see the Constabulary reduce the prevalence of them, and improve outcomes where there are victims, including the victim experience of the policing service.

I would like to see evidence that Neighbourhood Teams' problem-solving plans are effective at reducing anti-social behaviour in communities. A reduction in drug crime and residential burglary should result from the additional investment that has been made from increasing the precept.

In partnership with Local Authorities, the Highways Agency and active citizens involved in Community Speed Watches, the Road Safety team will continue to work hard to make the roads in the force area safe and secure.

The police and partners are working together to address serious violence and to increase community cohesion

The Government's Serious Violence strategy set out the challenge for PCCs, Community Safety Partnerships and other local partnerships to respond to serious violence and involve communities in tackling it. The strategy has four strands:

- Tackling County Lines and drug misuse
- Early Intervention and prevention
- Supporting communities and partnerships
- Effective law enforcement and criminal justice responsibilities

The Strategy sets out a key role for PCCs in galvanising the local partnership approach in tackling serious violence in the communities they serve.

The strands of the strategy align with the Police and Crime Plan priorities, and in particular with the following additional objectives in the Plan:

- Identify victims and those at risk of victimisation and effectively engage with and safeguard them
- Ensure the provision of effective preventative approaches
- Identify offenders who pose risk and act appropriately to reduce future harm
- The police and partners are focussed on reducing harm and solving problems related to the crimes that matter most to local communities
- Work to strengthen partnerships in order to intervene early
- Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses
- Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending

Examples of planned activity that will address those objectives include:

- The establishment of an Avon and Somerset wide Serious Violence Strategy and a Serious Violence Board to oversee delivery of the strategy
- Recruitment of a Serious Violence Co-ordinator to co-ordinate activity across the area and with regional and national colleagues
- Establishment of an Avon and Somerset Serious Violence Fund available for match funded application from local partners to kick start local delivery of the strategy
- County Lines is the highest rated strategic threat and a focus for Intelligence and Investigative teams. The Home Office will support a new National County Lines Co-ordination Centre to take action to tackle County Lines
- Each Local Authority has established a multi-agency Serious and Organised Crime Panel to co-ordinate activities to disrupt and dismantle groups involved in organised crime.
- The roll out of Operation Topaz approach enables the identification and support of vulnerable people at risk of exploitation.
- Sedgemoor District Council and the Constabulary are jointly hosting a Home Office pilot to develop new and innovative approaches around early intervention and the prevention of serious and organised crime, diverting people at risk and building community cohesion.
- Tackling drugs is an identified local priority and the three areas of focus for Operation Remedy are drugs, residential burglary and knife crime. Problem-solving is one of the pillars of local policing. A proportion of problem-solving plans will involve diversionary activities.
- The police and partners have improved the availability of pathways that can be offered as Out of Court Disposals for low-level crimes. These are considered to be more effective in reducing re-offending. An example would be the 'Call In' project,

being piloted in East Bristol which defers prosecution and through mentoring and education, seeks to reduce young people's involvement in gangs, drugs and violent crime.

- The Office of Data Analytics programme (funded through a successful bid for Home Office Transformation funding by the Constabulary) is seeking to identify and protect vulnerable people at the earliest opportunity by developing an integrated hub for the collation and sharing of data between multiple agencies. Data from multi-agencies (e.g. police, ambulance and public health, fire and rescue, local authorities) will be collated and the ODA can apply predictive analytics and visualisation to offer a collaborative view on vulnerability, risk and early intervention opportunities.
- Recognising the growing evidence base that adverse childhood experiences increase the likelihood of people becoming perpetrators and victims of serious violence, I will work closely with Directors of Public Health, Clinical Commissioning Groups and other local partners to adopt a public health approach towards serious violence, tackling root causes to reduce harm and risk of harm.

The police and partners manage and support offenders to protect local communities and reduce re-offending

Dangerous and prolific offenders are managed under a multi-agency approach that was pioneered in Avon and Somerset.

High risk offenders are managed by specialists within the Neighbourhood and Partnerships Directorate. Local policing teams are responsible for managing and supporting lower risk offenders living and operating in their area. They will engage with them and the community, gathering intelligence, offering support and undertaking investigations as appropriate.

The police will also continue to work with other agencies such as the probation and prison services to ensure effective supervision of offenders on licence, the swift apprehension of those who have been recalled on licence and improved communication between all agencies to ensure risks are quickly identified, efficiently communicated inter agency and effectively managed.

Fraud Spotlight:

Online fraud is typically reported to Action Fraud and assessed by the National Fraud Intelligence Bureau (NFIB) who refer a proportion to the Constabulary to investigate. These are usually allocated for desktop investigation unless it is a business high value fraud which would go to Investigations for a more specialised investigation. Specialists from the Economic Crime Team (ECT) are able to review and assist desktop investigators with decision making as required.

This team review all fraud received in Force – via a call for service or from referrals from the NFIB – and add advice, assistance or guidance where appropriate to officers that are investigating fraud offences. Further, monthly fraud surgeries are held on each local policing area by the ECT to give advice and assist with investigation strategies for fraud offences in line with the fraud investigation model.

Operation Signature is a safeguarding process for vulnerable victims of fraud (VVF) that was launched in November 2017. Every month Action Fraud sends details of approximately 650 fraud victims that live in the Force area but are not currently receiving any service from the police as there is no live investigation linked to their circumstances. The VVF process identifies the most vulnerable of these (10 to 20 per month) that will receive a uniform home visit by a Neighbourhood officer. The uniform visit is integral to the process as it has been shown to be the most effective means of breaking the fraud cycle. This is particularly the case where victims have fallen foul of a bogus police/HMRC fraud and believe they are transferring funds as part of a police sting operation.

The visiting officer will aim to implement protective measures, arrange follow-up visits or signpost to support agencies and information. Fraud vulnerability does not just relate to the elderly but affects all ages: those who are isolated, bereaved, suffering mental health issues, repeat victims, those sold on in lists as previous victims of frauds and people suffering domestic financial control.

Vulnerable victims of fraud are also identified when initially calling in to the Force to report a crime. Rather than being referred to Action Fraud, these people are referred as part of Operation Signature. A number of vulnerable victims of fraud are identified through sensitive intelligence shared by the financial sector and in these cases, the victim is often not aware that they are a victim of fraud. These individuals receive a home visit from a member of the Financial Investigation Unit (FIU) to provide fraud prevention advice and awareness specifically in relation to sending money abroad. Safeguarding opportunities are followed up through appropriate referrals. Digital Media Investigators are also often asked to produce information to share with victims in order to help them see that their friend / partner / investment is not genuine.

Digital Services Spotlight:

Serving just under 2 million users every year, the Constabulary's website service (www.avonandsomerset.police.uk) delivers a high quality operational policing service to the public.

In the last year, digital reporting has grown by over 43% as 32 new online services became available. This has resulted in a significant shift towards digital services, providing the public with an alternative to telephoning or travelling to a station's enquiry desk. Public satisfaction from using these services is at 96%, whereas industry standards are around 70%.

The in house team continually evolve and adapt the service in line with public feedback and changing needs, working closely with the call handling and front office teams.

Highlights of some of the services available include:

- Online reporting of accidents, shoplifting, suspected drink or drug driver, and anti-social driving

- Uploading of digital evidence (CCTV and Dashcam)
- Online payments, including firearms licensing

An online triage tool assists local people by signposting them to the correct form or service for what could otherwise feel like a complex process. The forms have been designed to automatically integrate with internal systems which has improved efficiency and data quality.

Scott Fulton, Head of Digital Strategic Services says “Performance of our digital services in the last year has saved 2,000 Officer hours that would have been spent retrieving CCTV footage, and instead put officers back out on the streets. Accident reporting, launched in summer 2018 now accounts for more than 50% of all online reports received and is a much easier process for local people. The work the team has done has made a significant contribution to the Constabulary becoming able to answer and manage our 999 calls for service and 101 (non-urgent) demand with our abandonment rate consistently now below 5%”.

What’s it like to be a Special Constable Spotlight:

What’s it like to be a Special Constable?

Special Inspector, Kelly MacBryde says: “It’s not all about arresting people, there is so much more to it and sometimes helping someone can give you the biggest reward. Reuniting a parent with a missing child or working with other emergency services to help an injured person is just as rewarding as keeping the peace on a busy Friday night.

“An incident which I was proud to be able to help in was when we, as a group of Specials, were able to secure the scene of a serious assault and administer first aid to the badly injured victim. Because of our fast response, we not only managed to contribute towards saving the victim's life but also allowed other officers to gather evidence and secure the conviction of the offender”.

You can read more on the Constabulary website:

<https://www.avonandsomerset.police.uk/jobs-and-volunteering/roles-within-avon-and-somerset-police/special-constabulary/hear-from-our-people/>

To find out more about recruitment of Special Constables, please visit:
<https://www.avonandsomerset.police.uk/about-us/recruitment/special-constabulary/>

Priority 3 - Ensure Avon and Somerset Constabulary has the right people, the right capability and the right culture.

We've begun a journey to ensure Avon and Somerset Constabulary better reflects the communities it serves. It's absolutely right that your police service is inclusive and attracts, retains and develops the best talent from across our communities. It's my belief that this priority is fundamental to the fairness and legitimacy of policing. The black, Asian and minority ethnic (BaME) population of Avon and Somerset is 7%². When we first launched this Police and Crime Plan in 2016 the amount of BaME police officers and staff was 2% and has risen to 2.9%. This is a step in the right direction however we need to do more. We need to make sure that inclusion and diversity is everyone's responsibility. Led by Chief Constable Andy Marsh, 'caring', 'courageous', 'inclusive' and 'learning' have become the organisation's values. Embedding these values across the organisation will ensure that officers, staff and volunteers can identify with them and translate them into daily forms of behaviour. Leadership will be developed throughout the Constabulary to ensure the values are consistently demonstrated.

This year we've committed additional investment and far-reaching range of ideas to advance our progress in this priority. (See spotlight feature on 5 Big Ideas). We've also reviewed our emphasis on technology following the successful roll out of body worn video cameras (BWVC), laptops, mobile phones and predictive analytics to better prevent crime and support victims. Going forward we will concentrate on capability and ensuring officers and staff have the knowledge, skills to do their jobs and ability to deliver this Plan and that the Constabulary is agile in its approach to respond to future policing challenges.

Key Objectives - What do we plan to achieve?

1. Understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response
2. All victims, witnesses, suspects and detainees will be treated fairly and respectfully and receive the best possible policing service
3. Diverse communities will be engaged, well-understood and represented in the workforce
4. The Constabulary will consistently and accurately record crime, taking people seriously and offering an empathetic response when they report crimes
5. The working environment within the Constabulary will be one that embraces and consistently displays the organisational values: caring; courageous, inclusive and learning
6. Through recruitment and development of its people, optimisation of technology and adoption of agile ways of working, the Constabulary will develop its capability to deliver the Police and Crime Plan

Understand the demand facing the police and partner organisations, ensuring that they are able to resource the most effective response

² Based on 2011 Census. This figure is likely to be higher as population will have altered since 2011.

In order to offer the best service, it is imperative that the Constabulary and partner agencies reach a shared understanding of need, risk and the pressures on services.

Qlik Sense is a software tool that has been developed to give a real time picture of pressures on requests for service. It is supporting the police to improve their responsiveness and to balance investigative workloads.

All victims, witnesses, suspects and detainees will be treated fairly and respectfully and receive the best possible policing service

Legitimacy is a core part of the annual HMICFRS inspections of the Constabulary. The inspection looks at whether the force consistently behaves in a way that is fair, reasonable, effective and lawful, and if they have the consent of the local people.

“Policing must be done by consent and the Constabulary are more likely to have this when they treat people well. Having the right culture is key”. Police and Crime Commissioner Sue Mountstevens

The Constabulary will recruit and train its staff and officers with the aim that all victims, witnesses, suspects and detainees will be treated fairly and respectfully.

The Independent Custody Visitor scheme exists to ensure detainees in custody are held in safe and appropriate conditions in accordance with their rights.

The Constabulary is committed to exercising its powers transparently and providing access to local residents so they can assure themselves about fair treatment.

Diverse communities will be engaged well-understood and represented in the workforce

We know that communities are not hard to reach it's often the organisation itself that does not know how to reach them. We've reflected on that, taken stock on what works and the Constabulary will continue to build on the successes of initiatives like mini-police, Citizen's Academy, Mosque Independent Advisory Groups (IAG) and targeted engagement around recruitment.

The Constabulary recognises the urgency and criticality of having a diverse workforce who represent the communities we serve. The approach being rolled out across Avon and Somerset is to support an approach to recruiting a diverse workforce, at all levels within the organisation, with the following objectives:

- Raise awareness of ASC commitment to recruitment of under-represented communities.
- Share a vision for policing which is inclusive and enables people from the underrepresented communities to see themselves as part of that vision.
- Build trust in our communities that this commitment is lasting and an integral approach to policing our communities.

- Break down barriers and obstacles that may be preventing people from under represented communities, particularly visible BaME backgrounds from joining the service.
- Simplify the selection and recruitment process.
- Create a cohort of people who are interested in joining the police and support them in a personal way to realise this ambition.
- Take a collaborative approach through Neighbourhood and Partnerships directorate, the Workforce Representation team and HR recruitment.

The Constabulary currently has 5.4% BaME Police Community Support Officers (PCSOs), 2.9% BaME Police Officers, 2.5% BaME staff and 3.1% BaME Specials. By comparison, 7%³ is the estimated BaME population in Avon and Somerset.

The Constabulary will consistently and accurately record crime, taking people seriously and offering an empathetic response when they report crimes

The Constabulary will follow recommendations from HMICFRS inspections on crime data integrity in order to deliver continued improvements in compliance with the Home Office Counting Rules and National Crime Recording Standard. The Constabulary has made concerted efforts in improving its crime recording performance since 2014. This has led to improvements in recording accuracy and timeliness in all areas, but there is still work to be done.

The working environment within the Constabulary will be one that embraces and consistently displays the organisational values: caring; courageous, inclusive and learning

“Our values guide us. They are apparent in everything we do, and they are:



These will resonate with people in different ways at different times. For example, courage is absolutely about running into danger, but it’s also about having moral courage. It’s about when we look back and wish we’d spoken up about something. It’s about having the courage in that moment to speak.

Inclusive is about the things that make us all unique. It’s about increasing representation of different groups within our workforce. It’s about all of us feeling included, rather than excluded.

Learning is about trying new things. And when they go wrong (as they will) we should find out why and learn from it, rather than blaming ourselves or others. It’s about sharing experiences, good and bad.

³ Based on 2011 Census. In reality, this figure is likely to be higher.

Caring is what we do every day. I see examples all the time in the letters I receive about the difference members of the police family have made to people in their time of need: the impact of being dealt with kindly, patiently and with empathy and care. These values need to be embedded in the organisation, demonstrated in the way the policing service should be delivered". Andy Marsh, Chief Constable.

Through recruitment and development of its people, optimisation of technology and adoption of agile ways of working, the Constabulary will develop its capability to deliver the Police and Crime Plan

In February 2019, the Police and Crime Panel approved my plans to increase the policing part of the council tax. This means that for the first time in over a decade we will see an investment in policing within Avon and Somerset and this investment will focus on addressing crimes that local people are concerned about such as residential burglary, drug crime and knife crime. The decision also means that the Constabulary will be able to recruit 100 additional officers, increasing the established levels for the first time since 2004.

Frontline staff will be increasingly visible in the community as they are able to access key information and workplace systems on work-issued mobiles and laptops. This reduces the need to return to stations to complete 'paperwork' as this can be done virtually and while remaining on patrol.

Unlike traditional data reporting practices, which typically report what has happened, predictive analytics uses an approach that focuses on generating intelligence to prompt an action based on the data, Predictive analytics can therefore be used to get an early insight into risk and behaviours at an early opportunity in order to minimise threat, harm, risk and to prevent future problems.

The Constabulary are actively utilising predictive analytics techniques to:

- Identify the risk of a victim being a repeat victim in the future;
- Identify high risk offenders;
- Identify vulnerable children at risk of child sexual exploitation (CSE);
- Identify high risk victims of anti-social behaviour;
- Identify high risk victims of domestic abuse; and
- Forecast local pressure to better manage resources.

It's Transformation and Improvement Directorate will forge links with industry and academia to ensure it can embrace learning and best practice from these fields, bringing continuous improvement to policing policies and procedures, informed by evidence of effectiveness.

Five Big Ideas Spotlight:

In addition to attracting and recruiting a more diverse workforce, the Constabulary needs to ensure it is inclusive as an organisation in supporting its people, both existing and new into

the organisation. It acknowledges the need to ensure it reviews culture, policies and practices to ensure full engagement, development and progression for all its people.

Over the life of the Police and Crime Plan there has been a significant focus on advancing diversity within the organisation and progress has been made. However, there remains a sense of impatience from both the Constabulary and the OPCC in relation to the pace and scale of the impact of work to-date. Although both organisations recognise that realising sustainable change in these areas is necessarily a long term endeavour, we believe we can achieve more with increased investment.

‘5 Big Ideas’ are proposed to accelerate progress on becoming a more diverse and inclusive organisation.

Lou Hutchison, Head of Organisational Development outlines each:

“Big Idea 1 – External Accreditation for Diversity and Inclusion

The proposal is to seek out partners who provide external accreditation in relation to diversity and inclusion. In attaining external accreditations, through assessments, we start to embed long term sustainable change, a beneficial impact in performance, innovation, efficiency and growth and provide a detailed roadmap with recommendations to help implement those areas requiring improvement. External accreditations look at the whole organisation in terms of policies, processes, people and how we can improve what we are doing. Examples include the work already underway as Stonewall Champions and towards becoming a Disability Confident Leader, however we will seek to engage in other standards across all strands of diversity such as the National Equality Standard. In this way the constabulary will not just be ‘marking itself’ but be open to assessment from external organisations who can benchmark and give guidance of national best practice across all sectors.

Signing up to such standards will provide a signal of our commitment to our own people and to external stakeholders that we are serious about diversity and inclusion.

“Big Idea 2 – Three tier approach to embedding D&I constabulary wide through learning

The proposal is for a three tiered approach to learning, to embed a better understanding and capability in relation to inclusion and diversity across ASC.

Tier 1 Leaders and Senior Leaders – The intention is to develop the cultural intelligence of our leaders in order to introduce ‘light bulb’ moments and self-awareness that enable our leaders to have a greater and shared understanding within our organisation of diversity and inclusion, without marginalising people. Our leaders will then start planning their own development and that of their teams, uphold standards, innovate and role model behaviours to support diversity and inclusion.

Tier 2 – Joint commissioning of training and learning intervention for operational police staff, PCs & Sergeants – The proposal is to have a joint commissioning process identifying what is needed to address learning at the operational level within the organisation. This

provides a transparent and collective approach where both internal officers/staff and external partners join together to commission what everyone believes will make a difference to how our officers and staff understand and serve the public with regards to diversity and inclusion.

Tier 3 - Initial police training is critical in setting the standards and behaviours we expect of our new recruits, but is also an opportunity to empower this cohort to bring this mindset into the main workforce and challenge and inspire where they do not see it happening. The new Police Degree Apprenticeship Programme will be introduced in Spring 2019, and as part of that diversity and inclusion is critical in two main ways:

- a) Through the attraction and retention of candidates from diverse backgrounds to join the Police Degree Apprenticeship Programme.
- b) Through the development of the curriculum, to ensure that diversity and inclusion are taken into account in how our officers are trained, for example in relation to engagement with our diverse communities.

Big Idea 3 – Strengthening our capability to attract diverse talent into the constabulary.

The constabulary currently have a small Representative Workforce team who work hard on the attraction, engagement and development of people from our diverse communities to join the police. This might include supporting people who previously may never have considered a career in policing. This work has proved successful, but the team are only small. Therefore the proposal is to recruit three additional Diverse Workforce Outreach Workers on two year contracts, to support and enhance this work further. The additional resources for the team will enable greater visibility at community and education events, more talent to be creative and extend our outreach work and build wider and deeper partnerships, and provide more capacity to build an evidence base around what works and what doesn't, to ensure we are focussing our attention on the right areas and identify areas for improvement. The intention is to further expand a high performing team of motivated advocates who will encourage and support more people from under represented communities to join the constabulary.

Big Idea 4 – Recruiting for Difference

We recognise that one of the challenges to creating a diverse workforce, is not only attracting applicants from diverse backgrounds, but removing obstacles within our own recruiting processes. This requires ensuring that difference is valued and removing unconscious bias. We need to ensure that our recruitment teams and managers are trained to understand best practice regarding ensuring we introduce a sound methodology and approach to fundamentally change the way we think and act in our recruitment processes. This will mean we get better at recruiting a more representative workforce with all the diverse talent that can bring and that we don't miss the opportunities generated by all the other work we are doing to build trust and attract people to apply to work for us.

Big Idea 5 – Mobilising the whole workforce

We know that our people join the constabulary to serve the public. We want to ensure that the whole workforce understands the relevance and importance of Avon and Somerset Constabulary being a diverse and inclusive workforce – we want to genuinely engage with our people so they fully understand why we are so committed to diversity and inclusion, that it is not just a tick box exercise, that we genuinely care. We want to demonstrate why a diverse workforce is better for everyone. Therefore the proposal is to work with experts in behavioural change and communications, to build a communications and engagement plan that creates understanding and allows people to fully become involved in creating an inclusive workforce. We want to build understanding and momentum so that our people will be excited, motivated and proud to join our staff networks, to speak out for diversity and feel comfortable and empowered to become allies in building our diverse and inclusive organisation. We will also provide investment to support and build stronger staff support networks to build trust internally and to demonstrate externally that we are committed to hearing the voices of those who work for us and engaging with them in a meaningful way”.

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Priority 4 - Work together effectively with other police forces and key partner agencies to provide better services to local people

There is a duty on Police & Crime Commissioners to collaborate in order to make best possible use of limited public sector resources and optimise the delivery of services to our communities. In Avon & Somerset around 10% of the policing budget in 2018/19 was allocated to police services that are shared with our neighbouring forces including tackling organised crime, accessing forensic services and investigating major crimes. Opportunities for further police collaboration and engagement with national police shared services are under constant evaluation. In addition there is a strong commitment and steady progress to work more closely with local partners to share resources, share appropriate data and streamline shared activities and processes to deliver a more efficient and more coordinated service to local people.

Key Objectives - What do we plan to achieve?

1. Work to strengthen partnerships in order to intervene early
2. Work together effectively to build safer, stronger and more cohesive communities
3. Work closely with other public bodies to increase effectiveness and efficiency, enabling better service delivery and outcomes for local people
4. Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses
5. Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending
6. Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the Criminal Justice system.

Work to strengthen partnerships in order to intervene early

The continued financial climate has seen cuts to services and reduced investment in prevention and early intervention as partners look increasingly inwards. I will work with partners to build the case for investment in early intervention, using the Office of Data Analytics to enable multi-agency information sharing to get upstream of issues, shape services to provide effective support at an early stage and reduce costly interventions later down the line. Specific initiatives include: a project led by Barnardos to identify and divert young people at risk of criminal exploitation (funded through the Home Office Early Intervention Fund) and to work in partnership with the Directors of Public Health to develop a public health and Adverse Childhood Experiences (ACE)/trauma-informed approach to tackling serious violence.

The Constabulary will work with schools, youth clubs, young offending teams, community leaders and charitable organisations like Crimestoppers and the Princes Trust to increase preventative activity and to understand why young people are increasingly seeing knife

possession as an accepted 'normal' part of their daily lives. This knowledge will help develop the right approach to protecting your people and the communities they are part of.

Work together effectively to build safer, stronger and more cohesive communities

Working in partnership with the Constabulary, Local Authorities and community groups, I will drive forward a range of initiatives to build strong and cohesive communities, tackle hate crime, increase confidence to report, and build a relationship of trust between the police and the communities they serve. This will be supported by a robust programme of assurance work including oversight of the implementation of actions resulting from the 2018 Vulnerability Service Delivery Assurance report, the continued work of the Scrutiny of the Use of Police Powers Panel and the distribution of funds through the Commissioner's Community Action Fund to applicants seeking one-off funding to support community activities.

Work closely with other public bodies to increase effectiveness and efficiency, enabling better service delivery and outcomes for local people

I will continue to support the Constabulary to engage in existing collaborations to tackle crime and deliver better value for money. These include:

- A Regional Organised Crime Unit which aims to identify, disrupt, and dismantle organised crime groups impacting on the South West of England. A collaboration between Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire
- A four force regional Special Branch collaboration that sits within the South West Counter Terrorism Intelligence Unit, which works to keep people safe from terrorism and domestic extremism activity
- South West Forensics, a four force regional collaboration that provides a streamlined state-of-the-art forensics services at a lower cost to the forces involved
- A Major Crime Investigation Team, Avon and Somerset, Gloucestershire, and Wiltshire work together to tackle major crime – responding to offences of murder, manslaughter, workplace deaths and suspicious deaths. When not committed, staff are deployed to support local crime initiatives in their home forces.

I will seek to make the most of new opportunities for PCCs to work with other police forces, local criminal justice agencies and emergency ('bluelight') services with the aim of driving efficiencies and improving services for local people. Core to this will be engagement in national enabling technical programmes in order to be better-able to share information.

I will strive to provide strong local leadership and forge effective partnerships with Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), safeguarding and health partnerships to make best use of limited resources by:

- Sharing information, expertise and evidence-based practice to shift focus onto prevention and early intervention
- Supporting the development of integrated services where doing so would improve effectiveness and efficiency; and
- Taking opportunities to co-commission services.

Work with police and partners to transform the local criminal justice service in order to make it effective and efficient and improve the experience of victims and witnesses

The criminal justice system is a complex area with numerous different agencies responsible for distinctive aspects of service delivery to victims, witnesses and the general public. I will build confidence and trust in our local criminal justice service by challenging each agency to collaboratively work together toward creatively and innovatively solving the issues that exist locally and provide a better experience for those people who find themselves engaged in the system.

I will support the transformation work through bringing together the responsible agencies across the area at both strategic and operational levels to agree a set of strategic priorities to transform the local criminal justice system and agree on the approaches needed to undertake the work. I have previously commissioned research by the Behavioural Insights Team to provide insights on the behaviours that inform and shape the way the system currently works and these findings will be used to define new approaches moving forward. As the programme of work develops and delivers outcomes, I will ensure that successes and improvements are made known at a national level to help shape and influence future policy and decision making pertaining to the Criminal Justice System.

In addition I will ensure the progress of this programme of work is scrutinised and managed through the Local Criminal Justice Board and also that Constabulary are working towards delivering outstanding service to victims and witnesses through robust assurance of their ongoing performance.

Better support offenders in their rehabilitation to reduce their risk of harm and prevent their reoffending

Reducing the likelihood of an offender committing further offences is a critical element in the priority of improving the services available to local people. The reasons people reoffend are often multiple, complex and interlinked and to address those reasons and help people choose a path away from offending requires a whole system approach from a wide range of different organisations and agencies. I am clear that reducing the level of harm a person presents and reducing their likelihood of offending again will prevent the next victim and make communities feel safer.

I will ensure that the challenges in this area will be met head-on through strategic and tactical approaches. At a strategic level I will continue to drive the development of "Resolve"- the Avon and Somerset Reducing Reoffending strategy. I shall play a key role in coordinating invested agencies across Avon and Somerset to come together to identify strategic priorities to reduce reoffending and agree and resource work to address those priorities. In addition I will engage Community Safety Partnerships in innovative work to ensure their local reducing reoffending priorities both inform and shape the force wide plan and they are enabled to take actions which deliver against the wider strategy. Resolve will develop the strategic work in a research informed manner- building on the findings on the Behavioural Insights Team and CREST advisory reports which I have previously

commissioned. I will seek to commission informative and innovative research in order to better understand this rapidly shifting landscape.

At an operational level the Resolve project will continue to develop and deliver on a number of key work streams which meet the aim of reducing harm and prevent reoffending. Two work streams match the critical reducing reoffending pathways of accommodation and employment; three work streams are pilot pieces of work which will be evaluated before being more widely rolled out and two work streams are exploring the very specific needs of a wide group of offenders in a range of different criminal justice contexts.

Work in partnership to deliver an Avon and Somerset approach to addressing disproportionality in the Criminal Justice system.

The police service is here to serve local people. Policing by consent is the bedrock of our police service – building a relationship of trust and confidence between the police and the communities they service is crucial to an effective policing service.

Jointly with the Constabulary and partners, I will establish a working group with an appointed independent chair to take forward recommendations made in the Lammy report to address racial disparity in the criminal justice system.

The role of the OPCC-led independent Panels such as Scrutiny of Police Powers Panel and Independent Residents Panel (reviewing police complaints) will be key in overseeing the impact of this in respect of reviewing things such as the appropriateness of grounds for Stop and Search, the trend of racial disproportionality in people stopped and searched in the force area, the treatment of people when subject to Use of Force, the nature and outcomes of complaints etc.

Hate Crime – a Multi-agency approach spotlight

Avon & Somerset's Hate Crime Strategy was launched in 2018, presenting a collaborative approach to improving support for victims of hate crime and building community confidence. It includes a focus on the lessons learned as a result of the multi-agency enquiry into the tragic death of Bijan Ebrahimi, recognising that an enhanced service can be provided when the perspectives and resources brought by different partners are combined. As part of this multi-agency approach, every victim of hate crime has access to an enhanced service. This includes provision of support services commissioned from a range of partners with specialist knowledge across all the protected characteristics. At the same time a more robust approach to risk assessment has been implemented within the Constabulary, with the recent introduction of a nationally acclaimed risk-assessment framework and continued vulnerability training for officers. This approach is reinforced through the use of technology to help identify risk and understand hate crime patterns.

In 2018 the Constabulary restructured its victim support and safeguarding services, co-locating with statutory partners at a number of locations throughout the force area. This enables quick-time discussions between partners, ensuring the best response for victims in

a timely manner. The new Neighbourhood Policing model introduced in the same year also places a focus on safeguarding, problem solving and engagement, and has resulted in stronger on-the-ground links with partners, including housing, education and local groups such as the mosque network in Bristol.

A programme of expansion and training, including inputs from partners, is planned for 2019. This will forge stronger links between the hate crime champions, local partners and police staff support networks (such as the Disabled Police Association, Black Police Association and LGBT+ Network). This will help improve community confidence to report hate crime. They are also collaborating with criminal justice partners to simplify the process of bringing an offender to justice, including the use of educational and restorative approaches which can help support communities long term.

Partnership work has a strong focus on prevention through community support, particularly targeting young people who represent the communities of tomorrow. In 2018 the Constabulary launched the online Youth & Policing Education Hub, which made educational packages and resources about hate crime available to all schools. This will be further improved in 2019 by working in collaboration with the PSHE Association and local schools. In addition the Constabulary has initiatives such as the soon-to-launch hate crime ambassadors' project, led by a community partner, which will break down barriers in schools by promoting awareness of hate crime.

In 2019 the Constabulary are renewing their commitment to the strategic partnerships between police and local authority partners. This will result in a more consistent approach to managing hate crime across the force area. It will also support the introduction of hate crime scrutiny panels in 2019. These will include police, partners and independent community members, who will examine hate crime cases to ensure consistency of quality and continuous improvement.

Criminal Justice Transformation Spotlight:

Workstreams delivering the Criminal Justice Transformation Programme:

Charging Decisions and Decision Making: Led by Avon and Somerset Constabulary and the Crown Prosecution Service

This work stream focuses on the types of decisions made with police custody: police remand and anticipated plea decisions, both of which can, if incorrect, have adverse impacts further into the criminal justice system. This work is being supported by The Behavioural Insights Team who are providing analysis of behaviours that drive decision making and the learning outcomes of this work will be applied to improve decision making capabilities. This work stream also includes work to review the timeliness and review of case files for charging decisions by the Crown Prosecution Service, including some pilot initiatives supporting the investigation and evidential reviews of rape and serious sexual offences and submission of pre charge advice files using a digital interface.

Case File Quality: Led by Avon and Somerset Constabulary & Crown Prosecution Service

The aim of this work stream is to ensure effective case progression exists between the police and the crown prosecution service. Informed by work undertaken by The Behavioural Insights Team, improvements will be developed through pilot initiatives and evaluation of their impact to assess how improvements in case file quality lead to improvements in early guilty plea rates and swifter outcomes at court.

Victim and Witness and public engagement: Led by Citizens Advice Witness Service, Avon and Somerset Constabulary and Her Majesty's Court and Tribunals Service

At the heart of the criminal justice system are victims and witnesses and this work stream will be seeking to further improve the experience and services that they receive. A variety of different work is being led by responsible agencies to improve use of digital platforms to give evidence without stepping into a court room, further improving the support and preparedness for attending court and implementing effective communication between the respective agencies, victims and witnesses during the lifetime of the case.

Listing and Hearing: Led by Her Majesty's Court and Tribunals Service (HMCTS)

Improving the effectiveness of listing cases at court is central to this work stream. Court sitting time is limited and effective use of the time is essential delivering outcomes and closure to victims and witnesses in a timely fashion, without undue delays. Ineffective listing can lead to cases overrunning and others being postponed, impacting adversely upon victims and witnesses engagement, therefore in this area partners will be piloting and introducing subtle new approaches that will impact on efficiency and effectiveness in the sitting time provided.

Reducing Reoffending spotlight:

Workstreams delivering 'Resolve' – the Avon and Somerset Reducing Reoffending Strategy

Accommodation: Led by National Probation Service

The aim of this workstream will be to reduce the number of offenders released with no fixed abode- no stable accommodation. This work stream will seek funding opportunities for offender accommodation provision, monitor and drive the implementation of the duty to refer under the Homelessness Reduction Act and steer and engage with the Accommodation pilot at HMP Bristol using MoJ and Department for Housing and Communities funding.

Employment: Led by Department for Work and Pensions

This workstream seeks to engage employers from across the region and support them in their concerns or knowledge gaps when employing ex-offenders. This workstream will also work with HMP Bristol to improve employability skills for offenders before their release

Start 2 Finish Pilot: Led by North Somerset Local Authority

This geographically specific pilot will work with a cohort of North Somerset offenders who have been identified as having a range of complex needs which need sequencing and enhanced support in order to reduce their risk of reoffending

Domestic Abuse Pilot: Led by Avon and Somerset Constabulary

This workstream will pilot the Integrated Offender Management approach to domestic abuse perpetrators. Providing intensive management and oversight and seeking to identify a provider to give specific IDVA intervention for perpetrators to allow for evaluation of its efficacy.

POSitive Recall Pilot: Led by HMP Bristol, Golden Key and OPCC

This workstream will draw together two previous pieces of work looking at the systemic failures which lead to an increased risk of recall for offenders on licence. Taking a whole-systems approach, service user experiences and action learning sets to seek systemic solutions as well as working closely with a cohort of offenders identified as being high risk of recall to improve the information sharing, release experience and consequential thinking mind-set to implement the solutions generated by the action learning sets.

Gender Responsive Pathway Exploration: Led by Public Health England

This workstream continues to grow in scope and size as partners from across the South West engage with Crest Advisory in an attempt to improve the offer made to female offenders released from HMP Eastwood Park. There is also a sub set of the workstream which was granted funding to work with the specific needs of transgender offenders in custody and a bid has been submitted to improve the release experience of women from HMP Eastwood Park.

Adverse Childhood Experiences Exploration: Led by Golden Key

This workstream has a Psychologically-Informed approach to working with statutory agencies to improve awareness and skill sets of staff who are dealing with offenders who have suffered ACE in their past. The workstream will also seek funding for a pilot to work with offenders in custody to give them skills and understanding to help their own children manage their experiences under the Children and families pathway.

Strategic Policing Requirement

Further to the work the Constabulary does at a local level, there are defined national threats as set out in the Home Secretary's Strategic Policing Requirement (SPR).

These threats are to national security, public safety, public order and public confidence and are of such gravity as to be of national importance or can only be countered effectively or efficiently by national policing capabilities. While treated separately, many of these threats overlap. They are:

- Serious and organised crime: Serious and organised crime also includes serious crimes which demand a national coordinated response, notably cyber-dependent crime and cyber-enabled crime and online CSE
- A national cyber security incident which may require an aggregated police response under the guidelines set out by the UK's Computer Emergency Response Team (CERT-UK) with appropriate links to the National Crime Agency (NCA), civil contingencies and public order policing as needed
- Threats to public order or public safety that cannot be managed by a single police force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse: whilst this is not a threat to national security, it is a threat of national importance. Its potential magnitude and impact necessitate a cohesive, consistent, national effort to ensure police and partners can safeguard children from harm. CSE offences that are attributed to serious and organised crime, including those which take place online, will continue to be captured under the existing serious and organised threat in the SPR.
- Terrorism threat to the UK from international terrorism has increased and is currently assessed as severe

"I will ensure that the Constabulary has the capability and capacity to tackle these major challenges to public safety, and I will hold the Chief Constable to account for responding to these national threats". Police and Crime Commissioner Sue Mountstevens

Resources

Key Objectives - What do we plan to achieve?

1. Operate within a balanced budget within a 5 year medium term plan.
2. Improve efficiency in Avon and Somerset Constabulary

Operate within a balanced budget within a 5 year medium term plan.

Home Secretary Sajid Javid acknowledged before Christmas 2018 that police were "feeling stretched" and promised forces would "have the resources they needed by 2019-2020."

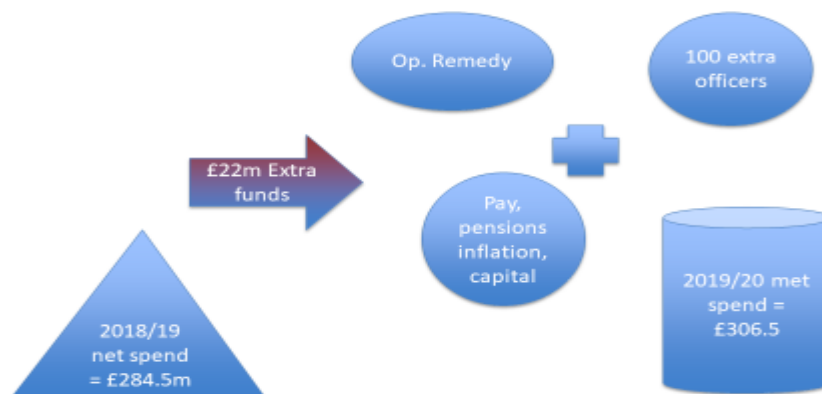
After delivery of planned savings we forecast balanced budgets in 2019/20 and 2020/21.

The net income to the PCC in 2019/20 will be £306.5 million. This represents £22 million uplift from the previous year, following announcements contained in the police funding settlement. The funding growth will be generated by an increase in the council tax police precept by £2/month for the average Band D home. In addition, the core police grant increased by 2.1%, generating an uplift of £3.3m new funds to Avon & Somerset in 2019/20 and a new "pension funding" grant was announced for 2019/20 generating £2.8m to Avon & Somerset.

However a large part of the funding uplift in 2019/20 will be consumed in unavoidable and significant cost increases to be managed in coming years, especially the increased employer contributions to fund police pensions, pay increases and funding our investment in technology. After pay rises, increased pension contributions, inflation and other non-discretionary cost increases there will be £5m new revenue funds to invest in enhancements to the policing service next year.

In the medium term, we have taken a prudent view of future funding and assumed the core police grant is unchanged after 2019/20, that the pension grant is a "one off" and that we revert to 2% capped police precept rises after 2019/20. Over the MTFP, inflationary and pay related cost pressures (circa £6m per year) erode the short term funding uplift and £5 million new savings will be required by 2023.

Our Capital grant remains frozen at the historic low level of £1m per annum, which requires the PCC to set money aside from revenue budgets to fund future capital programmes.



Improve efficiency in Avon and Somerset Constabulary

Our budget will be balanced after delivery of a further £4.5 million planned efficiency savings in 2019/20. These savings are mainly derived from a restructure of our enabling services and are on top of £78 million of cumulative efficiency savings delivered between April 2010 and March 2019.

Spending

In addition to funding pay rises, pension funding increases, other non-discretionary funding requirements and inflationary pressures, The PCC has approved an uplift in the police officer Establishment by 100 officers to 2750 in 2019/20, funded from the new precept income.

In addition £2 million has been set aside to fund a police operation to tackle residential burglary; drugs related crime and knife crime. These areas represent a current reflection of the issues most of concern to local communities.

The PCC has also set aside increasing funds up to a level of £5m per annum by 2023 to provide a sustainable revenue funding stream for capital in the future. This is required, as capital reserves are exhausted and capital receipts run out. Additional one-off funding for capital projects is being made in 2019/20 to reduce the immediate borrowing requirement and reduce interest costs.

MTFP forecast

	18/19 Actual £m	19/20 forecast £m	20/21 forecast £m	21/22 forecast £m	22/23 forecast £m
Constabulary Budget including OP Remedy and 100 extra officers and after planned savings	279.7	301.6	302.8	309.5	316
OPCC Budget	4.8	4.9	4.9	4.9	4.9
Net Budget Requirement	284.5	306.5	307.7	314.4	320.9
Grant Funding	(176)	(182.1)	(179.3)	(179.3)	(179.3)
Precept, collection fund	(108.5)	(124.4)	(128.4)	(132.9)	(137.6)
Total Forecast Funding	(284.5)	(306.5)	(307.7)	(312.2)	(316.9)
Forecast outlook	Balanced	Balanced	Balanced	£2.2m deficit	£4m deficit

Can we get an asterisk after planned savings in first row of table above and put in a footnote – planned savings are circa £5m by 2022? And MTFP needs to be spelt out in full: Medium Term Financial Plan forecast

Grants and Commissioning

My [Commissioning and Grants Strategy 2017](#) sets out my approach to commissioning services and outcomes for the communities of Avon and Somerset. As part of my approach...

I will:-

- ✓ Undertake **effective planning** so we have a clear rationale for commissioning activity with resources allocated according to need and in line with this Plan
- ✓ Work with the market to **enable optimum service delivery** and put in place proportionate and transparent commissioning and outcomes monitoring
- ✓ Remain **outcome focussed** so I know the impact we are having on service users and communities while maximising the positive social and environmental impact we have in delivering services
- ✓ Work in partnership **with other commissioners** on shared outcomes and issues of joint priority and wherever possible take a co-commissioning approach

Supporting the delivery of this Plan will be approximately £4m of funding for projects and services. This will include grants to support 'Lighthouse' - the victim and witness care and safeguarding unit jointly funded with the Constabulary, services to support victims, and services to support offenders rehabilitate. In addition, the Commissioner's Community Action Fund, administered by the Police Community Trust will continue to support voluntary and community sector projects.

For further details please visit the PCC website.

Evaluation and Performance Measures

Assurance or scrutiny on the delivery of this Plan and the impact it has will be carried out at a number of different levels including:

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Her Majesty's Crown Prosecution Inspectorate, Her Majesty's Inspectorate of Prisons and Her Majesty's Inspectorate of Probation carry out inspections on the Constabulary and Criminal Justice partners⁴;
- I, jointly with the Constabulary, commission an independent risk-led internal audit programme, focussing on areas of agreed risk in terms of governance and delivery;
- I, or representatives from my office, will meet regularly with police and partners to review priority areas and areas of focus, reviewing relevant performance information and addressing issues of shared concern (see illustration⁵);
- I chair monthly Police and Crime Board meetings to review delivery of the Plan⁶, have weekly 1:1s with the Chief Constable and regular Facebook chats;
- I will explore issues relating to general feedback I receive from local people and make scheduled and unscheduled visits to providers and Constabulary business areas;
- I will commission reviews as appropriate;
- My office co-ordinate panels to review elements of policing service including service delivery assurance audits (aligned to priorities), Out of Court Disposal Scrutiny Panel, Scrutiny of Police Powers Panel (reviewing use of Force and Stop and Search powers), and a Complaints Panel called the Independent Residents Panel;
- My office administers an Independent Custody Visiting Scheme (ensuring detainees in custody are held in safe and appropriate conditions in accordance with their rights); and
- The Constabulary has an internal assurance framework as part of its commitment to continuous improvement.

⁴ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carries out annual core inspections of the Constabulary's effectiveness, efficiency and legitimacy. This means HMICFRS evaluates how well the Constabulary operates, how well it manages its finances and how fairly it operates. The Constabulary is aspiring to be rated as 'Outstanding'.

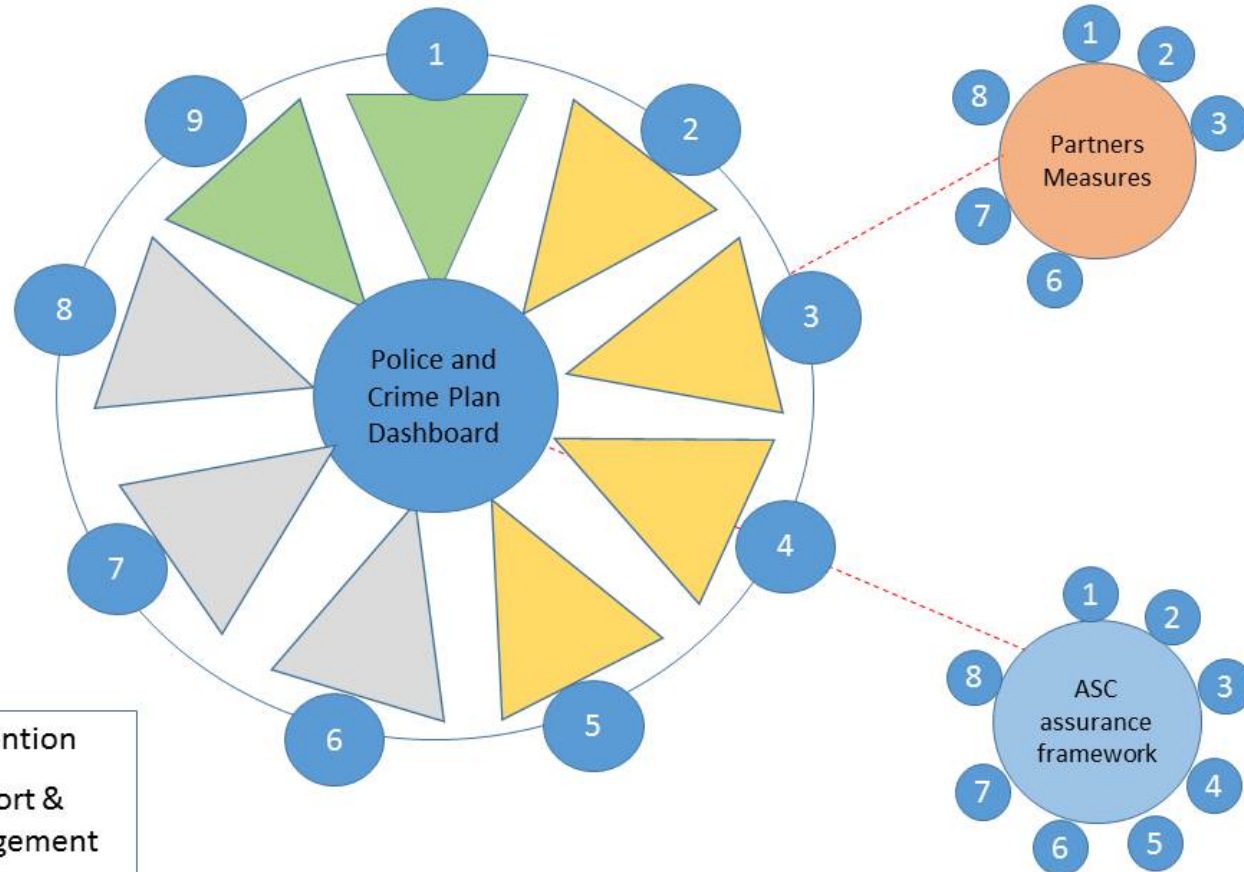
2017 Inspection results:
Effectiveness – Good
Efficiency – Good
Legitimacy – Good

⁵ Diagram of assurance in relation to the overarching Police and Crime Plan performance framework

⁶ The PCC chairs a monthly Police and Crime Board with the Chief Constable and senior officers. It focuses on key decisions, assurance and accountability in relation to delivery of the Police and Crime Plan as well as associated risks and issues.

Footnote 2 diagram

- 1 – Prevention Initiatives
- 2 – Compliance with Victim Code of Practice
- 3 – Cope and Recovery outcomes
- 4 – Reported Satisfaction and Confidence in Policing
- 5 – Legitimacy
- 6 - 'Operation Remedy' outcomes
- 7 – Tackling Serious Organised Crime
- 8 – Criminal Justice outcomes
- 9 – 'Resolve' (reducing reoffending) outcomes



Performance Framework Plan

The Plan seeks to deliver the following outcomes through achievement of its objectives:

- People are safe
- Vulnerable are protected and supported
- Offenders are brought to justice
- People trust the police
- People feel safe

The performance framework evaluates whether the objectives are being met.

	HMICFRS	PCC or ASC assurance work	Performance Dashboard (including national benchmarks where available)
Protect the most vulnerable from harm	<p>How effective is the force at protecting those who are vulnerable from harm and supporting victims?</p> <p>How effective is the force at tackling serious and organised crime?</p>	<p>Vulnerability</p> <p>Identification of victims and those at risk</p> <p>Effectiveness of Victim Support (incl. appropriate referrals)</p> <p>Compliance with Victim Code of Practice (VCOP)</p> <p>Identification and management of offenders and risk of harm</p>	<p>% of Strategic Intelligence Requirement Priorities progress</p> <p>Harm score – victims</p> <p>Victimisation rate</p> <p>Repeat victimisation rate</p> <p>Vulnerable Victim Surveys (including satisfaction and cope and recovery measures)</p> <p>Prevention (graded judgement)</p>
Strengthen and improve your local communities	<p>How effective is the force at preventing crime, tackling anti-social behaviour, and keeping people safe?</p> <p>How effective is the force at investigating crime and catching criminals?</p>	<p>Serious Violence and Serious Organised Crime</p> <p>Police visibility and responsiveness (including appropriate allocation)</p> <p>Local Priorities</p> <p>Active Citizenship (including specials, volunteers and cadets)</p> <p>Police Capacity and Capability</p> <p>Leadership</p> <p>Police Data Quality</p> <p>Legitimacy</p>	<p>Perceived Safety</p> <p>Public Confidence</p> <p>Community Cohesion</p> <p>999 and 101 abandonment rates</p> <p>Tackling community priorities</p> <p>Number of people killed and seriously injured on roads</p> <p>Operation Remedy (graded judgement)</p> <p>Victim Satisfaction (graded judgement)</p> <p>Active Citizenship</p> <p>Harm score - managed offenders</p> <p>Reoffending rate – managed offenders</p>
Ensure ... the right people, right capability,	How well does the force use its resources to meet the demand it faces?	<p>Custody experience</p> <p>Community Cohesion</p>	<p>Demand Reduction</p> <p>Workforce Representativeness</p>

right culture	<p>How well does the force plan for the future?</p> <p>How effective are the force's specialist capabilities?</p> <p>How well does the force treat the people it services with fairness and respect?</p> <p>How well does the force treat its workforce with fairness and respect?</p> <p>How well does the force ensure that its workforce behaves ethically and lawfully?</p> <p>To what extent is the force recording crimes in accordance with the Home Office Counting Rules?</p>	<p>Collaboration and Partnership Working</p> <p>Information Sharing</p> <p>Prevention</p> <p>Scrutiny Panel reports</p>	<p>Employee % agreement for statements:</p> <p>I feel valued at work</p> <p>I am treated fairly by the organisation</p> <p>I feel supported by my supervisor</p> <p>I have the tools and resources needed to do my job</p> <p>Crime Data Integrity FCIR Audit</p> <p>Complaints</p> <p>Compliments</p>
Work together effectively...			<p>Successful Criminal Justice Outcomes:</p> <p>Positive outcome rate (vulnerable and non-vulnerable)</p> <p>Conviction rate</p> <p>Duration of cases from reporting crime to court outcome</p> <p>Number of 'Failure to Appear' cases, numbers of cases proved in absence of defendant</p> <p>Guilty plea rate prior to / at 1st hearing</p> <p>Number of hearings per case in court</p> <p>Victim and Witness experience of and engagement with the local Criminal Justice Service</p> <p>Reoffending Board initiatives:</p> <p>Reoffending Rate</p> <p>Risk of Harm</p> <p>Risk of Reoffending</p> <p>Disproportionality of Stop and Search</p> <p>Serious Organised Crime Disruption Panel work:</p> <p>Risk of Harm from OCGs reduced</p>

			Number of OCGs no longer functional Number of OCGs subject to multi-agency disruption activity
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Openness and Transparency

I have adopted an ethical framework to operate within, recognising the standards of conduct expected of those in public service and aligning with the Policing Code of Ethics. I have therefore agreed to abide by nine principles in relation to selflessness, integrity, objectivity, accountability, openness, honesty, leadership, fairness and respect. Find out more on the PCC website.

I am committed to pro-actively publishing important information that will enable good governance and judgements to be made as to whether the OPCC and the Constabulary are operating ethically and within the law. This will include information relating to decisions; quality, compliance and standards of service; registers of gifts and hospitality; policies and procedures; business interests and Senior Officer expense claims, and the outcomes of misconduct hearings. Find out more at www.avonandsomerset-pcc.gov.uk/Openness

Progress against this Plan

I hold regular meetings with the Chief Constable to oversee and scrutinise progress against the Plan. A summary of our 1:1 conversations and the discussion and issues raised at the monthly Police and Crime Board meetings are published on the PCC website. I also hold regular Facebook Live sessions with the Chief Constable to publicly hold the Chief to account.

Progress against the Police and Crime Plan is regularly reported to the Police and Crime Panel. The panel meeting is held as a public meeting. More information can be found at www.bristol.gov.uk/policeandcrimepanel.

HMICFRS reports are published on the HMICFRS website:
<http://www.justiceinspectors.gov.uk/hmicfrs>

The minutes of Joint Audit Committee meetings (where reports from the internal auditors are reviewed) and the reports from the OPCC Service Delivery Assurance audits are published on the PCC website.
<https://www.avonandsomerset-pcc.gov.uk/Openness/Audits-and-Inspections.aspx>

Engagement

I want to use my role to be the voice of the people; the bridge between residents and the police to ensure that policing and criminal justice services meet local people's needs. Especially important to me is listening to the 'quiet voices' and those who have been victims of crime.

Engaging with the community should be done in many different ways in order to gather community views that are representative and reflect a true picture of the kind of service people want to receive.

I will continue to reach out to communities who report they have low confidence in the police. I hold regular surgeries for local people at community venues where people who are less likely to report crime and disorder to the police live, to encourage conversations that could lead to identifying problems and building trust. This is in addition to regular public forums and community days which move around the area.

Sustainability

As responsible organisations, my office, the Constabulary, and partner agencies must aim to minimise the impact on the environment in which we all live and work. The Constabulary will continue to set sustainability objectives which will include reducing the amount of energy and water used in its buildings and the fuel used by its fleet, reducing waste and recycling more, minimising business travel and making sustainable buying decisions. The Constabulary's sustainability performance is overseen by my Chief Financial Officer.

Inclusion and Diversity

Part of my role is to ensure that the Chief Constable fulfils his duty relating to equality. The Public Sector Equality Duty requires that the Constabulary have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. This involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and, encouraging people from protected groups to participate in public life or other activities where participation is disproportionately low.

The Constabulary has refreshed its stated vision and values to explicitly incorporate its firm commitment to both inclusion and diversity which encompasses and goes beyond the basic equality duty. It has an ambitious plan of activity to enable it to become more inclusive and to improve the diversity of its workforce. Chief Constable and I share the belief that this is an essential part of becoming a truly outstanding organisation.

To realise this, the Constabulary's strategies and plans focus on:	Which means...
An inclusive culture	Building an even fairer and more respectful workplace at every level where diversity is harnessed as a strength and where people are valued as individuals and helped to flourish whatever their unique background or characteristics.
A diverse workforce	Proactively tackling underrepresentation and creating a workforce that far better reflects the diversity of the communities it serves.
Inclusive practices	Embedding inclusive policies, processes and practices at every level, meeting or exceeding recognised standards against which these will be benchmarked.

Inclusive services	Ensuring greater dignity, fairness and respect in treatment and outcomes, tackling prejudice, unintended bias and reducing inequalities in service delivery.
Community engagement	Better understanding and engaging with diverse communities, building stronger relations, trust and confidence in policing and contributing to a more inclusive society.

We expect to see continual and sustained improvement in:

- Performance against nationally recognised standards which will be used to benchmark and support progress.
- Levels of representation from those with protected characteristics across all segments of the workforce resulting from positives actions in recruitment, progression and retention.
- Levels of inclusion and diversity awareness, knowledge and understanding within the workforce.
- Staff survey measures relating to inclusion and diversity, discrimination, bullying and harassment.
- Levels of trust and confidence in policing from diverse communities.
- Quality and utilisation of data, analysis and insight relating to diverse communities.
- Tackling disparity and disproportionality in service delivery and outcomes.
- Meeting the expectations set out in the Public Sector Equality Duty.

Avon and Somerset as an area

Force Area (small map of A&S) - 1,855 square miles

Population – estimated 1.7m people

Partner Organisations:

- Four unitary authorities – Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire
- A two tier authority area made up of Somerset County Council and the district councils of West Somerset, Taunton Deane, South Somerset, Sedgemoor and Mendip (West Somerset and Taunton Deane will form Somerset West and Taunton Council from April 2019)
- A community safety partnership for each Local Authority
- Nine NHS Trusts – Avon and Wiltshire Mental Health Partnership NHS Trust, North Bristol NHS Trust, RUH Bath NHS Foundation Trust, Somerset Partnership NHS Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Taunton and Somerset NHS Foundation Trust, University Hospitals Bristol NHS Foundation Trust, Weston Area Health NHS Trust and Yeovil District Hospital NHS Foundation Trust
- Three Clinical Commissioning Groups – NHS Bath and North East Somerset, NHS Somerset and NHS Bristol, North Somerset and South Gloucestershire (BNSSG)
- Two Fire Services – Avon Fire & Rescue Service, Devon and Somerset Fire and Rescue Service
- Five magistrates courts - Bath, Bristol, Weston Super Mare, Taunton and Yeovil
- Two crown courts - Bristol and Taunton
- Four prisons - Ashfield, Bristol, Eastwood Park and Leyhill
- Five Youth Offending Teams – Bath and North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire.

Avon and Somerset has a growing and diversifying population. The Office of National Statistics (ONS) 2017 estimates the population is around 1.7 million people and 679,000 households. This figure has been predicted to increase by just over 5 per cent by 2020, anticipating another 87,000 residents. The highest growth rates are projected to be among children aged 5 to 14, particularly in Bristol and among people aged 70 and over, particularly in Somerset and North Somerset.

The force area is a mix of urban and rural landscapes. Bristol has a higher rate of recorded crime compared with the other Local Authority areas (BaNES, North Somerset, Somerset and South Gloucestershire). It also has a higher risk of victimisation than the other Local Authority areas when comparing recorded victims as a percentage of those resident within the Local Authority area.

At the 2011 Census, the overall resident population in the Local Authorities served by the Constabulary was less ethnically diverse than the national average. However, diversity is increasing and there are significant differences across urban and rural areas. Then, there were just under 110,000 people with a 'black and minority' ethnicity (BME) in Avon and Somerset, representing 7% of the population. In Bristol, the BME population was 16%.

There are small populations of Portuguese and Lithuanian people living in Somerset, with Bristol having larger populations of people from China, Hong Kong, India, Pakistan, Bangladesh, Somalia and Poland.

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Make a difference and get involved

If you care about making your community safer and stronger and you want to get involved, you could...

- Join **Neighbourhood Watch**. Being part of Neighbourhood Watch means looking out for members of the community, helping to prevent and tackle crime.
- Set up a **Community SpeedWatch scheme**. Community SpeedWatch is a partnership between the community, police, fire service, and local authority with an aim to tackle the problem of speeding motorists.
- Volunteer as a **Special Constable**. Volunteer police officers commit to a minimum of 16 hours per month and support their regular colleagues in preventing and detecting crime and providing a uniformed presence within the communities of Avon and Somerset.
- Join the team of around 280 **Police Support Volunteers** who undertake a wide variety of roles including driving, administration, research, public engagement and animal care. Volunteering for the police is a great way to demonstrate evidence for your CV or to use your valuable time and skills to benefit your local community.
- Participate in **Community SpeedWatch (CSW)**. CSW has around 120 active schemes with approximately 400 volunteers. Volunteers monitor vehicle speed at approved locations, send the information to the police and then the police write a warning to drivers who were speeding. Community SpeedWatch is a positive example of the use of the community itself to raise awareness and educate those who cause risk and harm in our community.
- Join a Farm Watch or Horse Watch scheme. Rural crimes can really be reduced by the use of Watch schemes. By using your knowledge and awareness of what is happening on and around your land, you can help to reduce crime and deter criminals. For more information on these, please email ruralcrimeteam@avonandsomerset.police.uk

Aged between 14 and 17?

Become a Police Cadet

After initial training, Cadets get involved in a range of activities and have the chance to patrol with regular officers as well as going behind the scenes to learn about all aspects of policing. They are also able to complete a Duke of Edinburgh award.

Avon and Somerset Police Cadets have ten units based in Bath, Central Bristol, Hartcliffe, Patchway, Portishead, Southmead, Speedwell, Street, Taunton and Weston-super-Mare.

Have your say in issues affecting your local area – get involved in local partnership or community meetings or submit online comments via the Constabulary website or official Police Officer/PCSO Facebook accounts.

Visit the Constabulary's website for more details on all of the above.

If you are interested in scrutinising police performance, you could...

- Join our **Independent Residents Panel** where members of the public review police complaints files
- Become an **Independent Custody Visitor** and help us to ensure that detainees are being held in the safe and appropriate conditions to which they are entitled
- Join our **Out of Court Disposal Panel** and help us to ensure that these disposals are being used in an appropriate and proportionate way
- Join our **Scrutiny of Police Powers Panel** which scrutinises the use of stop and search powers and use of force by the police

"We decide on a particular type of complaint and then dip sample at random, as many cases as we can get through. We read through the documents, then report our findings to the Head of the Police Professional Standards Department in a face to face meeting at the end of the day. The Constabulary really takes our comments and suggestions to heart and responds by implementing the improvements we suggest". Anthony Warren, IRP Member

You can find out more on the PCC website

If you own a business

If you own a business and are interested in protecting it from cyber-crime, you could join the CiSP (Cyber Information Sharing Partnership). This is a secure platform for UK-registered companies or other legal entities which operate networks and would like to share threats they have identified and benefit from the sharing of information and advice. For further details visit <https://www.ncsc.gov.uk/cisp>

Also if you are interested in joining the Business Crime Forum contact the PCC's office.

If you want to be more generally informed about your area, visit the Constabulary's website to request regular emails or the OPCC website to sign up for news and events.

How was this Plan developed?

	<p>The 2016-21 Plan was developed in consultation with a wide range of stakeholders including local people.</p> <p>The Plan for 2019-21 is a refreshed version, but with continued support for the priorities and consultation with police and partners around the objectives that sit within those priorities.</p> <p>The Plan was developed following a series of stakeholder workshops between November 2018 and January 2019.</p>
<p>Results from public consultation held on Priorities for the Plan</p>	
<p>2015 (response total = 1915)</p>	<p>2018 (response total = 2254 people surveyed between January and September 2018)</p>
<p>People who agreed with the aim to be safe and feel safe – 82%</p>	<p>People who agreed with the priorities set – 98%</p>
<p>People who felt vulnerability should be prioritised – 84%</p>	
<p>People who felt strengthening local policing teams should be prioritised – 94%</p>	
<p>People who felt ensuring the Constabulary has the right people, right equipment and right culture should be prioritised – 87%</p>	
<p>People who felt working together effectively should be prioritised – 92%</p>	

Useful Contact Information

999 is an emergency number.

An emergency would be:

- when the incident requires an immediate response
- when there is danger to life or risk of injury
- where a crime is in progress
- where an offender is still at the scene or has just left the scene.

For Non-Urgent Crimes & Incidents

All types of non-urgent crimes and incidents can be reported easily online via our website at: www.avonandsomerset.police.uk

Or alternatively you can call 101 – Minicom and Typetalk: 01275 816888

Constabulary Online

Online police services are available at www.avonandsomerset.police.uk

Twitter symbol ASPolice

Facebook symbol avonandsomersetpolice

Commissioned Services Contact Information

Service	Summary	Contact Information
Crimestoppers	Call the independent charity Crimestoppers in confidence and anonymously if you have information about crimes but would prefer not to speak directly to the Police.	www.crimestoppers-uk.org Telephone: 0800 555 111
Lighthouse Integrated Victim Care	Victims who are vulnerable, persistently targeted or experience serious crime are offered practical and emotional support and guided through the criminal justice process by specially-trained staff.	www.lighthousevictimcare.org
Emotional Support Service for victims of crime and ASB	Emotional and practical support for adult victims of crime and ASB.	www.victimsupport.org.uk Telephone: 0300 3031972
Swan Advocacy	Enhanced support service for adult victims of any crime or ASB – for people who require enhanced support relating to mental health, learning difficulties, physical disabilities, problems associated with isolation, race, religion, or sexuality.	https://swanadvocacy.org.uk/ Telephone: 03333 447928
Children and Young People Advocacy Service – Young Victims' Service	Children and Young People Support Service for victims of any crime or ASB up to the age of 18 (or 25 where there are additional needs).	www.youngvictims.wordpress.com Telephone: 01275 884488
Independent Sexual Violence Advisor (ISVA) Service	Specialist advocacy support for victims of rape and sexual assault.	www.safelinksupport.co.uk Telephone: 0333 3231543
Sexual Assault Referral Centre (SARC)	Specialist medical and forensic services and support for anyone who has been raped or sexually assaulted.	www.turntothebridge.org Telephone: 0117 3426999
Modern Slavery Support Service	Specialist support service focusing on the needs of victims of modern slavery before engaging in nationally commissioned services as well as the period after that support ends.	www.unseen.uk.org Telephone: 0300 0200290
Support for victims of Child Sexual Abuse (including CSE)	Somerset & Avon Rape and Sexual Abuse Support (SARSAS) The Green House Southmead Project Barnardo's	www.sarsas.org.uk Women & Girls: 0808 8010456 Men & Boys: 0808 8014564 www.the-Green-house.org.uk Telephone: 0117 9350033 www.southmeadproject.org.uk Telephone: 0117 9506022 www.barnardos.org.uk Telephone: 0117 9375500

Resolve West	Restorative Justice Service for victims of any crime or ASB	www.bristol-mediation.org Telephone: 0117 9415379
Lost Property	Report lost property online at www.reportmyloss.co.uk	
E-safety and Cyber-security	<p>For general help and advice about e-safety, visit www.getsafeonline.org, which has lots of information for individuals and families, or read the '10 Steps to Cyber Security', which contains advice for businesses.</p> <p>The Government also offers the Cyber Essentials Scheme, to help small businesses achieve a reasonable level of protection: https://www.gov.uk/government/publications/cyber-essentials-scheme-overview</p> <p>Report fraud and cybercrime to Action Fraud on 0300 123 2040 or visit www.actionfraud.police.uk</p>	
The Senior Citizen Liaison Team (SCLT)	SCLT give presentations to community groups and organisations to support the older adult population to prevent crime and support victims against internet fraud www.sclt.uk	

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